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CONFIDENTIAL

TO: Dean Lee Stauffer
FROM: Dr. Henry Blackburn
SUBJECT: Tenure Offers in CHSR

Please excuse the delay in my reply to your April 3 letter. As you know, we have been quite preoccupied around here with planning. I am confused by the almost simultaneous receipt of this document and the much more extensive document on school tenure policy.

In the obvious interest of you and John to proceed with this, I don't think anyone should impair this generally salubrious development. I do think the ground rules should be spelled out, probably in written form, for the information of all faculty which clearly establishes where the Center is autonomous and where it is not.

I see continued problems in the ability of the APT Committee to evaluate credentials of health economists and others involved in the Center's activities.

I think it would also be useful in division head meetings to discuss "current ongoing support" and whether that support is substantially different from long term NIH research grants and contracts, for example, which are considered soft monies and which cannot be used in determining the size or selection of core faculty. I think you can see my point, that we're all very anxious to develop school policy to accomodate the special needs of the Center for Health Services research. I, out of pure curiosity and self interest for my program, and for understanding throughout the School, have difficulty in understanding how the successful seeking of ongoing support should result in a guaranteed greater number of tenure slots for programs than the successful, continuous, demonstrated and long-term seeking of substantial peer-review research support. These are two different kinds of creativity. I see no particular reason for one of them to be blessed with a permanent on-going commitment of tenure slots (when a half or a third of the so-called hard money support derives here a ten fold larger budget). Another form of creativity is relatively at a disadvantage in terms of long-term commitments to its productive faculty.